ICES PROJECT CHARTER

for

Modernization – Curam to ICES Load Case Data

PC0206

ICES Project Team
Division of Family Resources
Family and Social Services Administration

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I. INTRODUCTION

An *ICES Project Charter* is a document that captures the characteristics of a request to enhance the Indiana Client Eligibility System (ICES). At a minimum, these characteristics include the staffing approach, the business and technical scope, the time estimates, and the cost/benefit of the request. By documenting these characteristics, two important activities occur:

1. The Project Charter becomes the written agreement that clearly defines the boundaries of the enhancement in terms of staffing, scope, time, and money. This reduces confusion and ultimately saves time and money.

2. Everyone's expectations can be managed successfully. Business management and the project team have a joint understanding of what is being changed. Business leadership understands why the change is a priority and what benefits are anticipated.

This document is required by the ICES Management Team and must be presented to the ICES Steering Committee for approval before any work is to begin. All enhancement work approved by the ICES Steering Committee that is estimated to exceed 80 staff hours of work requires a project charter.

II. DESCRIPTION OF CHANGE

As part of the Pilot Phase of the DFR Modernization Plan and the rollout of Service Center business operations, it will be required to load Application and Re-determination data from the new solutions application/case management system (CURAM) into ICES. Vendor eligibility workers will screen applicants in CURAM and send them a customized application form to be filled out and returned. Document Management Center's will scan completed applications, as well as accompanied documents, with ICR (Intelligent Character Recognition). ICR technology will translate the written information into electronic text format. After quality assurance steps within CURAM have been completed, a web service will be called to push the application data to an ICES mainframe staging area. Within ICES, a vendor eligibility worker will then complete the following processes:

1) Register the application in ICES. This will involve assigning an ICES application number to the CURAM application and migrating the staged CURAM application data into ICES production application data areas.

2) Perform clearance on applicants and link to existing cases (if required)

3) Perform a reconciliation of CURAM application data to ICES existing data for individuals known to ICES thru new ICES screens. Reconciled data will then be updated to production data areas

4) After reconciliation and load of the data , the worker will be prompted to complete any screens that still have missing data required for eligibility determination

5) The worker will complete required screens after standard filing unit determination (SFU) and eligibility determination(ED/BC) as normal.

6) After eligibility determination (ED/BC), ICES will provide a list of missing data and verifications required to authorize. The vendor worker will send a pending information letter to the client based on this list.

7) As additional missing information and verifications become available to CURAM, they will be entered directly into ICES until the case or an assistance group is ready for authorization.

8) When the case or assistance group is ready for authorization is the vendor worker will trigger and alert/task to generated to a State worker for final authorization

This charter will include the changes to ICES required for new applications and re-determination processes following registration and clearance.

III. TECHNICAL SCOPE

The technical scope for loading data to the AR data collection screens is described in detail in the *PC0205 – Modernization: Register Curam Application in ICES* project charter document. The PC0205 project involves the processes that will be used to obtain the household data from Curam and store the household data in an ICES staging database. Additionally, the PC0205 project will load the ICES AR data collection screens and perform the necessary screen field edits.

The technical scope of *PC0206 – Modernization: Curam to ICES Load Case Data* encompasses the following sequence of events:

- Step 1: Load/Edit Initial AE Screens
- Step 2: Perform Statewide Clearance Of Individuals (manual process that must be performed by user)
- Step 3: Identify and Reconcile Non-Financial Data
- Step 4: Identify and Reconcile Financial Data
- Step 5: Load AE Resource and Financial Screens Containing Individual Data
- Step 6: Bypass Screen Displays For “Clean” Data
- Step 7: Identify/Display Pending Verifications For Benefit Determination

Each of these areas are discussed below to describe project scope with regard to ICES modifications.

Step 1: Load/Edit Initial AE Screens

A transaction will be invoked by the user to begin the AE load process. The two screens prior to the AE Statewide clearance will be loaded with ICES staging data. Screen edits will be invoked to identify missing or erroneous data. The remaining AE load process cannot take place until all members have passed the AE statewide clearance process.

Technical Scope:

- Develop a new transaction/module to invoke the AE Load "driver mode"
- AECSQ/AEORE modifications to load non-AR data
- AEICI modifications (display Curam number)
- AEIID modifications (for individuals added/modified during redeterminations)
- Database Change for AE Driver

Step 2: Perform Statewide Clearance of Individuals

This process must be performed by the user in the event that changes were made to the AEIID screen data that would warrant additional statewide clearance for individuals (such as SSN added). In the event that demographic information for individuals is the same as during Application Registration, Statewide Clearance during AE is not required.

Technical Scope:

- Develop a new database mechanism for linking the ICES staging data individuals to ICES individuals (RID numbers)

Step 3: Identify and Reconcile Non-Financial Data

An ICES summary screen will be developed to compare Curam data to ICES data (only for individuals already known to ICES). This screen will list non-financial data with a singular, or one-to-one, relationship to a given individual (such as marital status, citizenship, living arrangement, attend school, drug felon status, etc.). This screen will allow the user to choose between Curam and existing ICES data by listing this data in a side-by-side comparision.

Technical Scope:

- Develop a new screen with capability of reading and updating the ICES individual database
- Develop new routines to read Curam data from the ICES staging database

- Modifications to display screen in AE driver (includes database changes and updates to 10 existing modules).
- Develop a new process and database area to retain history of selected values

Step 4: Identify and Reconcile Financial Data

A new ICES summary screen will be developed to compare Curam data to ICES data (only for individuals already known to ICES). This screen will list detail information for a given individual (such as vehicles, jobs, expenses). This screen will allow the user to choose Curam and existing ICES data by listing details for both Curam and ICES data.

Technical Scope:

- Develop a new screen with capability of reading and updating multiple types of Curam details and multiple types of ICES individual financial database areas
- Develop new routines to read Curam data from ICES staging database
- Modifications to display screen in AE driver (includes database changes and updates to 10 existing modules).
- Modifications to mark data that is selected, in order to automatically display AE screens for the user
- Database modifications for approximately twenty (20) ICES Individual detail database segment layouts
- Develop a new process and database area to retain history of selected values

Step 5: Load AE Resource and Financial Screens Containing Individual Data

Several new background processes will be developed to accept information from the above new screen (Individual Financial Data). These routines will have the ability to read data from the ICES staging database and insert data into ICES production databases. Additional requirements will be needed to establish "rules" regarding data that can be modified or deleted.

Technical Scope:

- Develop several new background processes to insert, modify, and delete data for multiple IMS database segments
- Develop a new process to directly insert Curam data for individuals that are not known to ICES

Step 6: Bypass Screen Displays For "Clean" Data

Modifications will be needed for AE data collection screens to "by-pass" the screen display when Curam data is complete and "clean" (passes all field edits) for a specific

screen. To accomplish this, the screen display will be suppressed and the screen edits will continue to be invoked. Any data discrepancies found during editing will "force" the screen display with the appropriate error message(s) for the user.

Technical Scope:

- Modifications to approximately 30 screen modules
- Modifications to the Telon macros to generate "by pass" logic for specified AE screens
- Develop a new copybook to interrogate Curam interview mode and set "non-view" mode for modules
- Modifications to edits associated with "changed data on the screen" that are normally required for user screen entry purposes

Step 7: Identify/Display Pending Verifications For Benefit Determination

Modifications will be needed for display a new pending verification screen after the EDBC process. This new screen will display the necessary verifications that are pending for assistance groups within a case. Screen functionality will involve the display of data and the ability to send the user (upon request) through a new driver of screens to complete the outstanding verifications.

Technical Scope:

- Modifications to the EDBC sub-processes and copybooks to identify required verifications for assistance groups.
- Develop a new screen to display the pending verification information that was identified during the EDBC processes. Functionality will also include scheduling AE screens containing the outstanding verifications (upon user request).
- Modifications to the AE driver to display the new screen after EDBC.
- Develop a new database area to store outstanding verifications from EDBC.

COST/BENEFIT SUMMARY

Reasons for Enhancement

This enhancement is required as part of the DFR Modernization Plan and new business processes.

Anticipated Benefits

This enhancement is required as part of the DFR Modernization Plan and new business processes.

Return on Investment

This enhancement is required as part of the DFR Modernization Plan and new business processes.

IV. ICES Team Staffing Approach

This Charter has the following key positions assigned.

- *Project Leader* – A Deloitte Consulting staff member who is currently part of the ICES team will fill this position.
- *Project Sponsor* – A Steering Committee member who has a personal stake in the enhancement being requested will fill this position.
- *Lead Functional Designer* – A Business Systems Consultant who is currently part of the ICES team will fill this position. A corresponding Business Consultant from the Coalition team will fill co-lead this position.
- *Lead Programmer/Analyst* – A Deloitte Consulting programmer/analyst who is currently part of the ICES team will fill this position.
- *Lead System Tester* – A Deloitte Consulting tester who is currently part of the ICES team will fill this position.
- *Lead Acceptance Tester* - A Business Systems Consultant who is currently part of the ICES team will fill this position. A corresponding Business Consultant from the Coalition team will fill co-lead this position.

Major Roles and Responsibilities

This section defines each key role, the individual assigned to that key role, and the related responsibilities.

ROLE	PERSON	RESPONSIBILITY
Project Leader	Kevin Rollins	Manages day-to-day project activities including project planning, task assignment, and status reporting. Overall responsibility for the well-being of the enhancement.
Project Sponsor	Zach Main	Coordinates all business-area activities in preparation for implementation. The point person for any business questions. Business equivalent of the Project Leader.
Lead Functional Designer	Barbara Pell (State) Kim Shaver (Coalition)	Liaison between business and technical teams. Ensures the design meets the needs of the business. Manages scope and works to keep scope within parameters of the charter.

Lead Programmer/Analyst	Ramesh Krishnamurthy	Translates design into programming specifications. Ensures that the translation correctly matches the design.
Lead System Tester	Andy Cleveland	Responsible for conducting system testing of the enhancement. Presents test results to the Lead Acceptance Tester.
Lead Acceptance Tester	Barbara Pell (State) Terinna Cox (Coalition)	Responsible for conducting acceptance testing of the enhancement. Presents test results to the Lead Functional Designer.

V. RELATED PROJECTS/ENHANCEMENTS

This project is directly related and dependent on project *PC0205 – Modernization: Register Curam Application in ICES*. Additionally, there are a number of Modernization projects that are currently in process and contain modifications to source modules that are in the technical scope of this project.

VI. MANAGEMENT APPROACH

The management approach that will be used to implement this Charter is adopted from the Deloitte Consulting Methodology – Framework for Computing Solutions. This methodology is a process management tool used during the System Development Life Cycle (SDLC) process. Simplistically, the SDLC assists management in the numerous tasks related to implementing change in the ICES system.

Since not all enhancement requests are the same in size and complexity, some of the SDLC phases may not be necessary to deliver a quality change. The Project Leader (named in the "Staffing" section of this Charter) evaluated this change request to determine the size, complexity, and scope. Based on this assessment, the Project Leader selected which SDLC phases will be used as well as the specific details within each phase selected.

Quality Management Strategies

- *Requirements Phase* – The Project Leader will conduct requirement meetings with the Lead Functional Designer, Project Sponsor, and external agencies to gather business and technical requirements for the enhancement. A Requirements Document will be created and approved by the Functional Designer and Project Sponsor.

- *System Design Phase* – The Project Leader will conduct design meetings with the Lead Functional Designer, Project Sponsor, and Lead Programmer/Analyst to review, discuss, and finalize the details of the technical system design that will be implemented. A System Design Document will be created. This process helps ensure that the technical design being proposed meets the requirements of the project.

- *Construction and Unit Testing Phase* – Prior to coding, the Project Leader will review with the Lead Programmer/Analyst the System Design Document, as well as any standards and guidelines required. Upon the completion of coding, the Lead Programmer/Analyst will complete the Unit Test process. The Unit Test process will consist of Unit Test Scripts and Unit Test results documentation. Upon approval of the Unit Test results by the Project Leader, the changes will be migrated to the System Test Region where the System Test Team will conduct additional testing. The Project Leader, in conjunction with the System Team and the Programmer/Analyst(s), will create System Test scenarios by the time the changes are ready for System Testing.

- *System Test Phase* – During the System Design Phase, the Test Team will be responsible for creating test scenarios for the enhancement. Before execution, all scenarios will be reviewed and approved by the Project Leader and Lead Functional Designer. Test scenarios provide the tester(s) with an organized and measurable means for testing the enhancements made to ICES. All executed test scenarios will be provided to the Project Leader and Lead Functional Designer for final review and approval.

- *Acceptance Test Phase* – The System Test scenarios will be shared with the Lead Functional Designer and Lead Acceptance Tester to inform them of the level(s) of testing being done prior to Acceptance Testing. In addition, the Lead Acceptance Tester will perform additional acceptance testing as necessary. All executed test scenarios will be forwarded to the Lead Functional Designer for final review and approval.

- *Training Phase* – The Project Sponsor and Training Team will determine the type of training that will be necessary in order to implement the project: Face-to-Face, Unit Review (train-the-trainer/supervisor), PowerPoint Deck, Desk Aid, or Flash Bulletin. Based on the complexity of the change, trainers may attend requirement and/or design meetings. Training is the responsibility of Training and Policy staff. However, the ICES Project Team will support this effort by providing copies of revised screens and other design material, giving access to the testing regions, and providing a central point of contact for the Training Team. The type of training needed will be taken into consideration when determining the Implementation timeline.

- *Implementation Phase* – A "go/no go" decision will be made by the Lead Functional Designer and the Project Sponsor. This decision will be made approximately one week prior to the migration to Production. This decision will be influenced by factors such as: testing results, outstanding PCRs, training, and unforeseen scheduling conflicts. The Project Leader will provide implementation communication verifying the decision reached and the details of implementation.

Risk Management Strategies

RISK FACTOR	ASSESSMENT	STRATEGY

Resource Constraints	High	As multiple related initiatives will be underway, resource contention will need to be addressed. Frequent inter project communication will be maintained to maximally locate resources.
The risk of potentially inserting incorrect or invalid data to ICES databases, or not loading Curam data.	High	Our approach will be to pre-define all established rules for inserting data for a case. System Testing will help ensure that all data is loaded successfully based on established rules. System Testing will also address the multiple combinations of data and different types of data that may be sent from Curam. Each specific data type will be tested.
The risk of potentially affecting "non-Curam" cases by modifications to suppress screen displays.	High	Our approach will include regression testing our modifications with non-Curam cases in a variety of case modes.
The risk of redetermination cases losing data.	High	Our approach will be to work closely with ACS in obtaining their business approach to redetermination processing. Changes could occur to ICES data after a redetermination packet is sent. A solution must be designed to anticipate changes to ICES data while Curam is collecting and sending data to ICES for loading.

VII. CHARTER SUMMARY

Deliverable Summary

- *Requirements Document* – This deliverable will outline the business need and change requirements that will be used to develop the system design for this enhancement. This document will include an assessment of how the new eligibility rules fit into ICES. Additionally, this will also include a breakdown of requirements based on ICES subsystems.

- *System Design Document* – This deliverable will outline the technical design that will be used to code and implement the enhancement. This document will include copies of screen impacted as well as the technical documentation for each modification. Once approved, this document serves as the framework for the development phase.

- *System Test Plan* – This deliverable will document the System Test process to be executed by the Lead System Tester. This deliverable will provide detailed information about the situations that were tested as well as the test results of each test. The deliverable will include the System Test Summary document and System Test scenarios.

Project Milestones and Time Estimate

The time estimate below should be used as a guide for determining the time required for completing this enhancement. Please keep in mind that to create this Charter, only a high-level business/technical analysis was conducted by the Project Leader. Upon approval of this Charter, a detailed analysis will be conducted to determine all the changes required as part of this enhancement. The results of the analysis and other Charters and Project initiatives in process will be used to more accurately determine the timelines and resource requirements for the Project.

MILESTONES	PHASE
Approval of Requirements Document	Requirements
Approval of System Design Document	System Design
Approval of Unit Test Results	Construction and Unit Testing
Approval of System Test Results	System Test
Approval of Acceptance Test Results	Acceptance Test
Approval of Implementation to Production	Implementation

ESTIMATED TIME FOR COMPLETING ENHANCEMENT	7 Months

Assumptions

- To meet established deadlines for the changes described in this Charter, necessary State and Coalition staff will be dedicated through the entire life cycle of this project.

- Only new application and re-determination case information loads will be done. Add-a-program and add-a-person will be done directly in ICES without the automated support defined in this charter.

Estimated Costs

Upon completion of the System Design phase, the full scope of the enhancement will be documented and a complete work plan will be created. It is at this point that the resource allocation and costs for the entire enhancement can be estimated more accurately. The following cost estimate is based only on a high-level analysis conducted for purposes of writing this Charter.

Resource	Hours	Costs
SSA (Kevin Rollins)	350	
DPM (Bob Rogers)	30	
DBA (Bill Kiesle)	250	
SPA/PA (Ramesh Krishnamurthy)	650	
SPA/PA (Arun Kumar)	550	
SPA/PA (Eswar Rao)	550	
SPA/PA (Terry Duckett)	550	
SPA/PA (Marilyne Pena)	400	
SPA/PA (Karunakar Reddy)	450	
SPA/PA (Reena Bhatia)	300	
SPA/PA (Ramesh Gullapalli)	300	
SPA/PA (Johnedward Johnson)	400	
TA (Andy Cleveland)	300	
TA (Patty Crecelius)	200	
TA (Jim Williams)	300	
TA (new)	200	
TOTALS	**5780**	